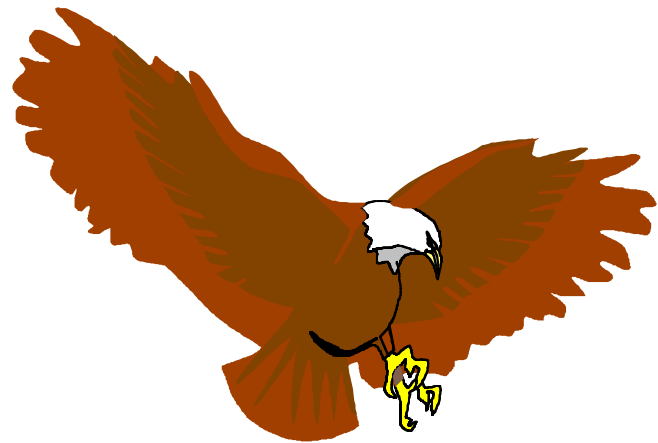


# Close to the Customer

***Why?????***



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**Close to the Customer**

**For Harley-Davidson:**

**It is NOT What We Do,**

**It is Who We Are...**

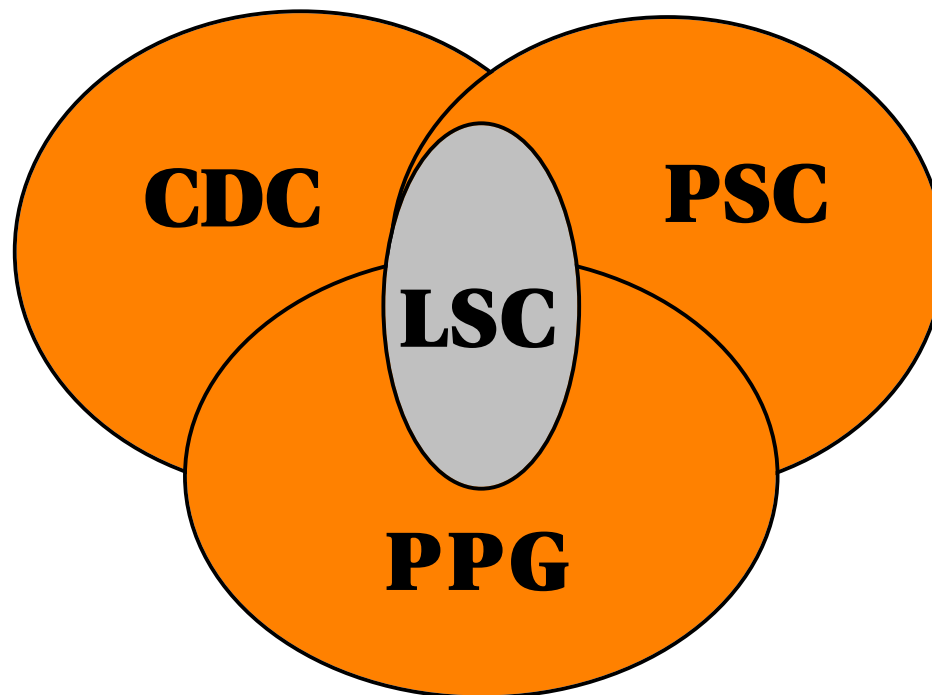
The background of the slide is a stylized American flag. The top left corner features a blue field with white stars, while the rest of the slide is composed of horizontal red and white stripes that appear to be waving.

## **Close to the Customer**

**Circles replaced "top down" management to gain buy-in to decisions and to assure diverse opinions were heard and valued.**

**Close to the Customer**

## **"Circle" Management**



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## **Close to the Customer**

**Now we had to develop a method to manage the business well into the future -- a method that would best assure cooperation and collaboration within a framework of values, with focus on our stakeholders...**

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**Close to the Customer**

# **Business Process**

**Issues**

**Values**

**Stakeholders**

**Vision**

**Mission**

**Strategy**

**Tactics & Unit Plans**

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**Close to the Customer**

**"We don't sell  
Motorcycles;  
we sell a way  
of Life!"**

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**Close to the Customer**

**This philosophy drives us to truly "know" this way of life and one of our key stakeholders.....**

***Our Customers!***



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## **Close to the Customer**

**The key is not just to be "Close to the Customer," but to maximize this relationship by translating what they share with us into “exciting” new products and services.**

The background of the slide is a stylized American flag. The top left corner features a blue field with white stars, while the rest of the slide is composed of horizontal red and white stripes. The stripes are wavy, giving the impression of a flag blowing in the wind.

## **Close to the Customer**

**If you do not understand your customer's needs & desires --  
In Solid, Quantifiable, Measurable terms -- how will you meet or exceed their needs & desires?**

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**Close to the Customer**

**In Tune...**

**In Touch...**

**Involved...**

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**Close to the Customer**

**In Tune...**

**Alignment of our people on purpose and vision, roles, empowerment, and processes for working together.**

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**Close to the Customer**

**In Touch...**

**DAC, Charity Rides, HOG Events,  
Rallies, Dealer Town Hall  
Meetings, Rider Education,  
Racing, Dealer Announcement  
Shows, Dealer and Factory Open  
Houses...**

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**Close to the Customer**

**Involved...**

**Many, if not most of our people, especially senior leadership, RIDE with our Customers -- Then translate what we experience with them into the next generation of "exciting" products and services.**

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## **Close to the Customer**

**This closeness has helped us give  
our customers the...**

**Look**

**Sound**

**& Feel**

**That is Legendary Harley-Davidson  
and THEY helped us do it!!!**

**Close to the Customer**

